

# **NAVFACENGCOM**

## **PERFORMANCE MEASUREMENT & ASSISTANCE PROGRAM (PMAP)**

### **HANDBOOK**



**NAVAL FACILITIES ENGINEERING COMMAND  
SEPTEMBER 1998**

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## **NAVFACENGCOM PMAP MISSION STATEMENT**

*To provide the impetus for continual improvement in the acquisition process utilizing results-based, self-assessment metrics in measuring the quality of contracting operations and determining customer satisfaction.*

## **VISION STATEMENT**

*We assess management controls in place to identify areas for improvement and enhance the quality of NAVFACENGCOM's goods and services.*

*We promote acquisition reform by recognizing and supporting initiatives which improve the quality of contracting operations and further enhance the overall satisfaction of our customers.*

*We provide feedback which differentiates between superior performance and areas targeted for improvement, based upon input from management, employees and customers.*

*We provide a means for meaningful assistance and a mechanism for organizations to share best practices.*

*Our approach is balanced; emphasizing prevention rather than detection, accomplishing the mission, focusing the team, and delighting the customer.*

## INTRODUCTION

As a result of federally enacted statutes and a 1996 directive from OASN (RD&A), NAVFACENGCOM has restructured its acquisition oversight vehicle (Procurement Management Reviews) and developed a new program entitled the Performance Measurement and Assistance Program (PMAP). The restructured acquisition oversight process moves away from the primary focus of regulatory/statutory compliance reviews. It is now a multi-faceted program utilizing self-assessment metrics to measure the quality of contracting operations and determine customer satisfaction. The program is comprised of five different perspectives that make up what is called a "Balanced Scorecard". The five perspectives are entitled:

- Customer (how do our customer see us?)
- Associate (how do our employees see us?)
- Learning and Growth (can we continue to improve and create value?)
- Internal Business (what must we excel at?)
- Financial (how do we look to the tax payers?)

PMAP is intended to encourage and empower the acquisition team to make continuous improvements in their processes. It will also provide a mechanism for organizations to share best practices. This guide is issued as a general instruction and is intended to provide basic consistency and continuity in program approach and reporting requirements.

## PERFORMANCE MEASUREMENT AND ASSISTANCE PROGRAM OBJECTIVES

The focus of the PMAP is to provide an overall assessment of an activity's acquisition processes while encouraging risk management and innovation in the contracting arena. PMAP objectives are to:

- Assist the activity in understanding and carrying out an effective acquisition program.

- Determine the effectiveness of the activity's acquisition processes.

- Recommend ways and means for the activity to improve effectiveness and responsiveness to the acquisition process while reducing costs and capitalizing on commercial business success.

- Evaluate existing processes contained within the activity's QMP in order to assist the activity in avoiding any potential statutory/regulatory problems.

- Identify opportunities for general improvements in the activity's Quality Management Plan (QMP).

- Identify innovative procedures, advantageous strategies and ensure dissemination of best practices NAVFACENGCOM-wide.

The above objectives are achieved through a process of compiling the results of associate/customer/management surveys, internal assessments, and on-site validation of the

activity's QMP. Upon completion of a PMAP on-site visit, a report is issued. The report will reflect the overall "health" of the activity. Copies of all reports will be forwarded to NAVFACENGCOM Acquisition Proponent Director and to the NAVFACENGCOM PMAP Team (PMAPT). Copies of PMAP reports for all activities will be disseminated to all other like activities for the purpose of circulating information and sharing of lessons learned.

When conducting PMAP on-site visits, NAVFACENGCOM policy is to:

- (1) Avoid disruption of management and operational routines.
- (2) Recognize and respect the prerogatives and uniqueness of each activity while encouraging consistency throughout the NAVFACENGCOM acquisition process.
- (3) Help identify process impediments and propose reasonable alternatives for improvement.
- (4) Counsel and assist by providing information, feedback, and guidance relative to risk taking and innovations taken by the activity.

On-site visits are scheduled three years in advance. Specific dates are established for the first year with general time frames for the following two years. EFD/EFA PMAP schedules shall be provided to the NAVFACENGCOM PMAPT by 30 August of each year.

## ASSESSMENT TECHNIQUES

Various elements of an assessment are interrelated and interdependent. Coordination and communication with the PMAPT coordinator are essential to ensure a unified, holistic approach.

Performance measurement and assistance techniques can be divided into three elements.

Annual Benchmarking This annual assessment consists of analysis of data received from sources key to the performance of the contracting office, such as customers, associates, management ("self assessment") and specific financial data related to the acquisition process. (See Attachment 2 - Sample Management Reports) Most of the data from these sources will be secured by utilizing survey methods. **Individual responses received from the surveys will remain confidential.** The surveys are directed toward measuring performance against critical criteria concerning various perspectives, as well as other criteria and perspectives which might be developed as the model is continuously improved. This information will be entered into a computer database designed to graphically display the results in a fashion which will permit the organization to visually identify strengths and opportunities for improvement relative to the assessment criteria. (See Attachment 3 - Spider Glyph) **Upon completion of a cycle of assessment, most contracting offices will be able to compare their individual results against a graphical representation of the command "norm".** Comparison against the "norm" is provided for general informational purposes. Contracting activities should be advised that the "norm" is a relative standard because of inconsistencies and variances among offices vis-a-vis survey input/results. In addition to facilitating the improvement of individual activities, the Headquarters PMAP team will watch for areas of general concern in order to help implement streamlining actions that will increase acquisition efficiency and effectiveness on a command wide basis.

Activity Assessments The Chief of the Contracting Office (CCO) has overall responsibility for ensuring that the contracting office's practices comply with applicable acquisition regulations. One way of doing this is by establishing an effective Quality Management Plan (QMP). The QMP is a written plan that reflects the activity's current acquisition processes. However, the documentation of the acquisition process does not in itself ensure a quality process but is the first step to establishing a system of controls to ensure that goods and services are obtained at reasonable prices, with timely delivery and required quality, in accordance with statutory and regulatory requirements. As a supplement to this, the contracting office should periodically conduct internal assessments relative to their QMP and business practices. Significant findings should result in revisions to the activity's QMP.

On-site Assessment Visits On-site Visits will continue to be conducted on a three year cycle. The on-site assessment will consist of validating associate, customer, and management survey results and the effectiveness of the activity's QMP (statutory/regulatory compliance) through interviews and file review, sharing of lessons learned, and providing assistance/training as appropriate. On-site Visits will also focus on the results of annual surveys and the activity's response in the form of acquisition process adjustments if required.

On-site training/assistance is an integral part of the PMAP process. On-site training/assistance can either be requested by the activity or determined once on site. Training/assistance can also be provided as a result of a special request or follow-up to an On-site Visit.

#### **PRE-ON-SITE VISIT ANALYSIS**

A pre-On-site Visit analysis should be made of the activity's Quality Management Plan – preferably an up-dated plan. Additionally, results of any internal assessments or statistical data may be requested from an activity prior to the On-site Visit.

#### **ON-SITE VISIT BRIEFING**

The PMAP team leader should make an appointment with the activity's commanding officer, or appropriate personnel, at the beginning of the On-site Visit to introduce the team members, and discuss the objectives of the visit and methodology to be used.

## FUNCTION/TIME FRAMES

A sample time frame for On-site Visits is shown below. It can be tailored to meet the requirements of smaller activities.

FUNCTION	SAMPLE TIME FRAME
Notification	60 days prior to On-site Visit
Prepare	Perform pre-On-site analysis of QMP/any data requested
Confirmation Letter	15 days prior to On-site Visit
On-site Visit	Time frame as necessary
Report	Within 15 days of On-Site Visit

## COMMUNICATION

It is vital during an On-site Visit that the lines of communication be kept open and continuous both "up-the-line" and "down-the-line". It is this communication and exchange of ideas and information that creates an environment where assistance and improvement can be effected.

## REPORT FORMAT

The following elements comprise the PMAP Report. (See Attachment 7 - Report Template)

- Program Overview
- Introduction
- Current Health of the Organization
- The Perspectives
- Effect of the QMP
- Acquisition Process
- Files Reviewed (listed)
- Spider Chart

## QUALITY MANAGEMENT GUIDE (QMG)

Written guidance in the form of a QMG will be provided to every contracting office. The purpose of this guide is to assist in developing the activity's QMP. The QMG provides a list of questions that follow the acquisition process and provides the framework for developing the activity's QMP. (See Attachment 5 - QMG)

## QUALITY MANAGEMENT PLAN (QMP)

Each activity is required to develop a QMP. The QMP can assume various forms and no two will look alike. It can be anything from a 10 page document to a 100 page volume. It may



specify the tasks in a narrative form or contain flow charts, reference SOPs, definitions, etc. with use of only limited narrative. The choice concerning the format for your QMP is an activity choice but in all instances, it should reflect, in sufficient detail, the acquisition process.

## PERSPECTIVES/PERFORMANCE GOALS

The NAVFACENGCOM PMAP employs five perspectives and ten performance goals spelled out in the Performance Measurement Model. (See Attachment 6 and pages 7 through 16 for perspective details.)

## SURVEYS/STATISTICAL DATA

An analysis will be performed of data received from sources key to the performance of the contracting office such as customers, associates, management (self-assessment) and specific statistical data provided by activity management and other pertinent sources. Activities will be assessed on an annual basis. This annual assessment will be accomplished by the Headquarters PMAP Team and/or EFD/EFA PMAP personnel. Four avenues for data gathering may be used:

**\* *NOTE: Individual responses received from the Customer and Associate surveys are confidential.***

Customer Survey - opinions will be obtained from a representative sample of those who use the services of the contracting office.

Associate Survey - all associates of the contracting office will be asked to participate in order to ascertain their assessment of their organization.

Self-Assessment - information will be obtained from the CCO about the acquisition practices in their organization.

Statistical Reports - statistical data will be gathered from existing sources (i.e. Facilities Information System [FIS], PD2) to provide an assessment of the activity's financial functions.

The surveys are directed toward measuring performance against critical criteria concerning those perspectives mentioned above, as well as other criteria and perspectives which might be developed as the PMAP is continuously improved. (See Attachment 4 - Sample Surveys)

## ON-SITE VISIT DEBRIEFING

At the close of the On-site Visit, the PMAP team leader will schedule an appointment with the commanding officer (or designee) as well as the CCO and division/branch heads to conduct a debriefing. The purpose of the debriefing is to advise the activity of the overall health of the activity.

## **CONCLUSION**

The PM&A Program represents a new approach in terms of Headquarters oversight. Rather than concentrating on compliance with applicable laws and regulations, the PM&A program permits an analysis of the relative successes of an organization in meeting its mission goals. While a report will be issued at the conclusion of each review, no formal ratings will be assigned. The goal of these On-site Visits is to provide for a regular, non-inspection avenue of communication between NAVFACENGCOM and field acquisition personnel. These visits will provide the opportunity to observe quality systems in action and to share unique ideas and solutions. Because of the dynamic nature of the environment we are in, the PM&A Program will be revised and adjusted as needed so that contracting offices will be able to accurately measure the changing needs and expectations of their customers.

## CUSTOMER PERSPECTIVE – *Timeliness*

**GOAL:** To provide goods and services that meet customer needs in a timely manner.

The mission or objective of the acquisition process is to obtain goods and services that meet customer needs in a timely manner at a reasonable cost. Timeliness of the acquisition process is a major concern of management as it directly affects the agency's ability to meet its mission goals. To succeed in conducting timely acquisitions, it is essential to plan for the acquisition of goods and services needed by the Government. The need for planning should be considered for every proposed acquisition and a plan developed where appropriate. Planning activities should encompass the entire acquisition process from the inception of a program to completion of the contract. Coordination between the customer and acquisition organization on specific requirements, lead times and milestones is essential to ensure that both technical and business aspects are considered.

**KEY MEASURE:** Customer satisfaction should be used as the key measure in assessing the performance of the contracting office in providing goods and services when they are needed. A customer survey will be used to obtain the perceptions of the customer. The survey instrument should focus on:

Customer degree of satisfaction with the acquisition process in delivering goods or services on time to meet the needs of the customer. On time delivery is defined by the customer.

Customer degree of satisfaction in planning activities including the establishment of lead times and acquisition milestones.

Customer degree of satisfaction with on-going communication with contracting staff throughout the acquisition cycle on lead time and milestone status.

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the organization should carefully examine the process for possible benchmarking or reengineering efforts.

Process time can be measured especially when customer satisfaction rates are low. It can be measured and assessed either from the standpoint of cycle time or procurement administrative lead time. Cycle time is the time from program inception to delivery of product or service. Cycle time includes consideration of mission needs, planning, alternatives, budgetary programming, needs descriptions and acquisition. Procurement administration lead time represents the time from receipt of a complete and proper Procurement Request (PR), or similar initiation of a contracting action through contract award. In either situation, processing time can also be compared by benchmarking accomplishments over time or by comparisons with other similar operations.

## CUSTOMER PERSPECTIVE – *Quality*

**GOAL:** To provide quality goods and services that meet customer needs.

The mission or objective of the acquisition process is to obtain quality goods and services that meet customer needs in a timely manner and at a reasonable cost. The quality of the goods and services is a major concern of management as it directly affects the agency's ability to meet mission goals. The use of sealed bid procedures and awarding contracts to the contractor with low price does not always encourage contractors to offer "best value" goods and services. Exclusive use of low bid techniques can result in goods or service that does not meet the quality expectations of the customer.

Greater use of functional or performance specifications, design build, commercial items, use of best value techniques, more in-depth evaluation of past performance and other techniques may increase overall quality and/or significantly reduce administrative and litigation efforts.

**KEY MEASURE:** Customer satisfaction is the key measure for assessing whether the contracting office provides quality goods and services. A customer survey will be used to obtain the perceptions of the customer. The survey instrument should focus on the degree of satisfaction with the acquisition process in delivering quality goods and services.

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the organization should carefully examine the process for possible benchmarking or reengineering efforts.

The acquisition process used to obtain the goods or services should be examined (such as the use of best value acquisition methods, use of past performance as a significant evaluation criterion, type of specifications used, etc.) to determine if this contributes to potential problem areas. Additionally, the product knowledge of the contracting officer and the value added in the acquisition process (such as constantly improving recurring contracts) should be targets of the review.

## CUSTOMER PERSPECTIVE - Service/Partnership

**GOAL:** Program and contracting offices will work in a responsive environment where proactive actions will facilitate improvement.

The perceptions, choices, and behavior of all individuals involved in the acquisition process affect the outcome of a particular acquisition. Therefore, it is reasonable to assume that if teamwork is effective from the outset that the established partnership will produce efficient service as the outcome.

**KEY MEASURE:** Customer satisfaction as well as associate and management input should be used as the key measures in assessing the performance of the contracting office's service to the customer. A customer survey will be used to obtain the perceptions of the customer and would include gathering data on the following:

Customer's degree of satisfaction with the responsiveness of the contracting office. Responsiveness is defined by the customer.

Customer's degree of satisfaction with the mechanisms in place to assure teamwork and cooperation from the contracting office.

Customer's degree of satisfaction with current communications with the contracting office for obtaining information and problem-solving.

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking or reengineering efforts.

Process should be carefully examined to determine barriers to effective communications, specifically what areas of improved service from the contracting office would produce value added goods/services to the customer. Other areas could include: knowledge of the goods/services procured; office resources available to provide proactive services to the customers; and efforts to promote partnerships with customers and improve workplace morale.

## INTERNAL BUSINESS PERSPECTIVE - Acquisition Excellence

**GOAL:** To achieve acquisition excellence, in order to obtain the timely delivery of fairly-priced, high-quality goods and services.

In this context, "acquisition excellence" speaks to the optimum quality of the acquisition process. In other words, the acquisition process needs to be functioning well to achieve a Federal agency's outcome-oriented goals and overall mission. Assessments of acquisition excellence will help to meet the requirements of Executive Order 12931 ("Procurement Reform") and the Federal Acquisition and Streamlining Act of 1994 (FASA).

**KEY MEASURE:** A 5-point assessment rating system will be used for gauging whether the contracting office has an adequate quality management system in place to ensure an effective and efficient acquisition process. For example, the assessment could address factors such as compliance with applicable laws, regulations, and good management practices; workforce planning (including grade distribution, span of control, performance evaluation criteria, overtime, etc.); training and certification process; systems to manage excessive year-end spending; management information systems; organizational checks and balances; and internal guidance.

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking and reengineering efforts.

Areas for further study might include acquisition strategy; market research; innovation and risk taking; best value acquisition methods; the contractor selection process; the monitoring of contractor performance; etc.

## INTERNAL BUSINESS PERSPECTIVE

### ***Accurate, Timely and Efficient Data Collection/Electronic Commerce***

**GOAL:** To ensure the collection of accurate, timely and efficient management information for the acquisition process.

A reliable management information system provides the accurate, timely and efficient data needed to manage the contracting office's day-to-day operations, measure performance, and strengthen tactical and strategic planning. It enhances the ability of managers to track work in progress and identify factors causing delays, and also provides a capsule portrait of acquisition status to customers, finance offices and upper management. Ideally, for future requirements, it will allow for paperless acquisition processes. Without this information, managers may tend to react to events rather than manage them, and may experience difficulty determining whether or not the contracting office is providing quality service to its customers.

**KEY MEASURE:** A 5-point assessment rating system will be used to gauge the extent to which reliable pre-award and post-award management information systems are in place. For example, the assessment could address a wide range of tracking capabilities, from Request for Contractual Procurement (RCP), Purchase Request (PR) or similar initiation of a contracting action (pre-award) to contract administration milestones.

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking or reengineering efforts.

A follow-up review might address potential problem areas such as systems design, systems database, data entry process, documentation and training, and maintenance. Further areas which may be studied include the application of Procurement Management Reporting System (PMRS) and Facilities Information System (FIS) error rates, as a percentage of the number of contract actions.

## LEARNING AND GROWTH PERSPECTIVE - *Mission Goals*

**GOAL:** To provide Government contracting organizations a protocol for continuous improvement and for achieving the overall mission of the acquisition process.

To date, the Government has not adopted a specific means to ensure that ongoing business practices are meeting the needs of the customer, nor has there been any commitment to ensure that customer service is equal to the best in the business.

Management commitment to continuous improvement begins with a clear articulation of its mission, goals, and objectives. A sense of strategic direction is needed that will ensure customer needs/expectations are met and that acquisition processes add value to the overall organization.

**KEY MEASURE:** A 5-point assessment rating system will be used for determining the contracting office's level of continuous improvement to meet the Government's acquisition mission. The self-assessment includes the promotion of technology to improve the flow of information between service providers and customers, and the degree of management support for continuous improvement. The following will be considered:

Is an environment fostered that will provide the opportunity for risk-taking and innovation?

Are plans for improvement communicated throughout the contracting office?

Are best practices identified and adapted for agency use?

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking or reengineering efforts.

In-depth follow-up interviews with management and associates may be used to further explore this area. Also, examining the extent to which the organization and customer coordinate on technological improvements may be worthwhile.

Surveys may provide insight as to whether individuals are given an opportunity to participate in Quality Management Boards (QMBs), Process Action Teams (PATs) and innovative practices.



## ASSOCIATE PERSPECTIVE - *Professional Workforce*

**GOAL:** To recruit and retain a professional acquisition workforce.

The acquisition process is becoming more complex every year. New legislation, accelerating technology, declining budgets and personnel ceilings require that we find innovative ways to improve the way we do business. We need a talented, professional workforce capable of making innovative changes.

**KEY MEASURE:** A 5-point assessment rating system will be used to measure the contracting office's ability to recruit and retain a professional acquisition workforce. The assessment would focus on the following criteria:

What percentage of the acquisition workforce are certified at their level under DAWIA? How does that compare with the last three years?

How many years of experience does the acquisition workforce have in their field?

Does the contracting office have an effective process for recognizing and rewarding professionalism of the workforce?

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking or reengineering efforts.

Depending on the results of the assessment, an additional analysis may be desired or required. Turnover ratios, age of the workforce (are key personnel eligible to retire?) and timely filling of vacancies with highly qualified personnel may also be areas for further analysis. Targeted reviews or associate interviews may also be helpful to focus on certain problem areas.

## ASSOCIATE PERSPECTIVE - Quality Work Environment

**GOAL:** To provide a working environment that will enhance job performance

The working environment can provide benefits which enhance performance output. Tools necessary and desired for outstanding job performance will also have an impact in all areas of the assessment of a contracting office. In addition, it is important to note that the federal employee (associate) provides an important service to the public. A quality work environment will tend to improve associate performance and therefore performance output will be increased.

**KEY MEASURE:** Associate assessment is the key measure for assessing the degree of satisfaction of associates with the quality of their work environment. An associate survey will be used to obtain the perceptions of the associate. The survey will include gathering data on the following:

Associate's degree of satisfaction with the tools available to perform his/her job effectively. Satisfaction will be defined by the associate.

Associate's degree of satisfaction with the mechanisms in place to ensure effective communications to accomplish job requirements.

Associate's degree of satisfaction with the physical configuration of their work spaces (e.g., ergonomics).

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking or reengineering efforts.

Depending on the results of the associate survey, an additional analysis may be desired or required. Some possible areas for further study include:

Tools available for job performance (needed versus desired tools)  
Benefits (e.g., flexible work schedule)  
Location/space  
Communications  
Fair treatment of employees (discrimination, workload, etc.)  
Recognition/awards or other incentives for creativity and innovation  
Nature of work

### **ASSOCIATE PERSPECTIVE - Leadership/Management**

**GOAL:** To ensure that the acquisition process is conducted in an efficient and ethical manner, free of organizational conflicts of interest, and that resultant acquisition of goods and services represent the best value to the Government and taxpayers.

Management has a vital role in setting the tone for the conduct of the acquisition workforce that motivates their performance to high quality and productivity levels. In managing the contracting office, management must ensure that the organization has integrity and is free from organizational conflicts of interest. Managers in the contracting office must foster a professional environment that promotes the acquisition of goods and services from responsible contractors that represent best value to the Government and taxpayers, and which are delivered on time consistent with statutes, programmatic requirements, and best practices.

**KEY MEASURES:** Associate feedback is the key measure for assessing the degree to which operations are conducted in an efficient, professional and ethical manner. An associate survey will be used to obtain the perceptions of the acquisition staff. The survey instrument should focus on:

Associate's perception of the organization's professionalism. Is the contracting office viewed as a professional supplier of contracting support, adding value to the accomplishment of agency mission? Are the managers viewed as acquisition professionals?

Associate's perception of the organization's culture. Does the contracting office balance all of its needs (i.e., needs of the customer with the need to uphold public confidence and spend money effectively)?

Associate's perception of the organizational values. Is the process viewed as possessing high ethics and integrity.

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking or reengineering efforts.

If additional analysis is necessary, a review of the contracting office's management infrastructure should be considered. The review, among other things, could include an assessment of (1) the organization's executive direction, (2) structure and organizational placement of the activity, (3) staffing and career development plans, (4) the organization's quality management system, (5) the organization's standards of conduct program, and (6) the process of communicating effective policy and procedural guidance to personnel involved in the acquisition process.

**FINANCIAL PERSPECTIVE - MAXIMIZE COST SAVINGS**

**GOAL:** To maximize the savings or avoidance of cost through the deliberate efforts of the contracting office, either acting on its own or in concert with its program offices and other customers.

**KEY MEASURE:** This measurement is in development.

**TOOLS FOR FURTHER ANALYSIS:** In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking or reengineering efforts.

# **ATTACHMENT 1**

## **DEFINITIONS**

## **DEFINITIONS**

**ACQUISITION EXCELLENCE** - A goal of the Balanced Scorecard approach and part of the Internal Business Perspective. It is defined as a quality acquisition system that ensures timely delivery of high quality goods and services at reasonable prices, in accordance with the law and sound business judgment.

**ACQUISITION PLANNING** - The process by which the efforts of all personnel responsible for an acquisition are coordinated and integrated through a comprehensive plan for fulfilling the agency need in a timely manner and at a reasonable cost. It includes developing the overall strategy for managing the acquisition.

**ASSOCIATE – EFD/EFA/PWC Level** – Any acquisition workforce member (1102, 1105, and equivalent military CEC, clerical support (if involved in the acquisition process) who work in the contracting office and is supervised either directly or indirectly by the Chief of the Contracting Office (CCO).

**ASSOCIATE – Field Office** – Any acquisition workforce member (1102, 105, and equivalent military CEC), clerical support (if involved in the acquisition process) and technical counterparts such as engineers and engineering technicians who work in a contracting office; excluding the Chief of the Contracting Office (CCO).

**BALANCED SCORECARD APPROACH** - A management tool that combines long-term strategy with the management system through the mechanism of measurement. Vision and strategy are translated into a tool that communicates intent and motivates and tracks performance against established goals.

**BENCHMARK** - A standard or point of reference for measurement. By providing ranges or averages, benchmarks enable an organization to compare performance in certain key areas with similar organizations.

**BENCHMARKING** - A method of measuring a process, system or outcome within an organization against those of a recognized leader in the field. The purpose of benchmarking is to provide a target for improved performance.

**CUSTOMER**- The end user of any contract award action [contract, purchase/delivery/task order, modification, etc.] e.g., PWO, fleet, housing, environmental, transportation, etc., who have direct involvement in the acquisition process.

**CYCLE TIME** - The time from program inception to delivery of goods or services.

**MANAGEMENT** - Personnel who are responsible for supervising associates and who are in charge of directing/administering the contracting office.

**METRICS** - A method or means to gauge, measure, and report progress.

**PERFORMANCE MEASUREMENT** - A system or process that may be used to determine how effective the organization is at meeting or exceeding customer expectations or organizational goals.

**PERFORMANCE MEASUREMENT & ASSISTANCE PROGRAM (PMAP)** - A program wherein a version of the "Balanced Scorecard" approach is utilized for measurement of an activity with a view toward empowering the activity to make improvements utilizing input from management, associates, and customers. Submission, concurrence and on-site validation by the PMAP Team of the contracting office's Quality Management Plan further define the program.

**PROCUREMENT REQUEST** - A package containing sufficient information (i.e. funding certification, government estimate, complete statement of work) to enable the contracting office to adequately plan, solicit and execute contracts.

**PERFORMANCE MEASUREMENT & ASSISTANCE PROGRAM TEAM (PMAPT)** - Those individuals tasked with the execution of the PMAP.

**PROCUREMENT ADMINISTRATIVE LEAD TIME (PALT)** - The time between receipt of a purchase request and award of the action.

**QUALITY MANAGEMENT GUIDE (QMG)** - A written guide provided to an activity which outlines the acquisition process (pre and postaward) and provides a basis for developing their Quality Management Plan.

**QUALITY MANAGEMENT PLAN (QMP)** - A written plan that records in narrative form the activity's day-to-day work processes, to include its system of controls. Practices outlined within the QMP, if properly implemented, ensure that goods and services are received in a timely manner, and obtained at reasonable prices in accordance with statutory and regulatory requirements. Management within the contracting office utilizes the QMP to assure that mission goals and policy objectives are being met and that quality standards are being upheld.

**SPIDER DIAGRAM** - A tool for displaying the performance of multiple variables on a single page providing easy to read numerical data.

**ATTACHMENT 2**

**SAMPLE MANAGEMENT REPORTS**



ASSOCIATE REPORT														
Category		Question	Agreement						Not Applicable		Importance			
			Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreement	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
Quality Work Environment	Question 1	MY ORGANIZATION PROVIDES FLEXIBILITY IN MY WORK SCHEDULE.	54%	43%	0%	0%	96%	28	0%	0	85%	15%	0%	27
Quality Work Environment	Question 2	I AM PROVIDED TRAINING TO GET MY JOB DONE.	33%	56%	11%	0%	89%	27	0%	0	77%	23%	0%	26
Quality Work Environment	Question 3	TEAM CONTRIBUTIONS ARE REWARDED.	15%	54%	15%	15%	69%	26	7%	2	75%	25%	0%	24
Quality Work Environment	Question 4	INDIVIDUAL CONTRIBUTIONS ARE REWARDED.	19%	56%	15%	11%	74%	27	4%	1	77%	23%	0%	26
Quality Work Environment	Question 5	WORKING CONDITIONS (E.G., NOISE LEVEL, TEMPERATURE, VENTILATION, CLEANLINESS, SPACE, LIGHTING) ARE ACCEPTABLE.	11%	61%	25%	4%	71%	28	0%	0	65%	35%	0%	26
Quality Work Environment	Question 6	A SPIRIT OF COOPERATION AND TEAMWORK EXISTS IN MY ORGANIZATION.	33%	37%	19%	11%	70%	27	0%	0	81%	19%	0%	26
Quality Work Environment	Question 7	I AM PROVIDED ADEQUATE TOOLS TO GET MY JOB DONE (E.G., COMPUTERS, REFERENCE MATERIAL, ETC.)	33%	59%	7%	0%	93%	27	0%	0	77%	23%	0%	26
Leadership/ Management	Question 8	I VIEW MY CONTRACTING OFFICE AS A PROFESSIONAL ACQUISITION ORGANIZATION.	36%	43%	21%	0%	79%	28	0%	0	81%	19%	0%	26
Leadership/ Management	Question 9	I CONSIDER MY SUPERVISOR/TEAM LEADER TO BE AN ACQUISITION PROFESSIONAL.	43%	43%	14%	0%	86%	28	0%	0	69%	31%	0%	26
Leadership/ Management	Question 10	MY MANAGEMENT PROPERLY BALANCES THE NEEDS OF THE PROGRAM OFFICE WITH THE NEED TO SPEND THE TAXPAYERS' MONEY WISELY.	31%	27%	35%	8%	58%	26	4%	1	65%	35%	0%	26
Leadership/ Management	Question 11	I AM GIVEN THE AUTHORITY TO MAKE APPROPRIATE DECISIONS.	36%	50%	11%	4%	86%	28	0%	0	59%	41%	0%	27
Leadership/ Management	Question 12	MY MANAGEMENT EMPHASIZES QUALITY IN OUR WORK PRODUCTS.	36%	43%	18%	4%	79%	28	0%	0	63%	37%	0%	27
Leadership/ Management	Question 13	OPERATIONS WITHIN THE CONTRACTING OFFICE ARE CONDUCTED IN AN ETHICAL MANNER.	41%	48%	7%	4%	89%	27	4%	1	69%	27%	4%	26
Leadership/ Management	Question 14	MY CONTRACTING OFFICE IS WELL RESPECTED BY ITS CUSTOMERS.	37%	48%	15%	0%	85%	27	0%	0	65%	35%	0%	26
Leadership/ Management	Question 15	MY SUPERVISOR/TEAM LEADER SOLICITS MY OPINIONS AND IDEAS ON IMPORTANT MATTERS.	39%	43%	14%	4%	82%	28	0%	0	48%	52%	0%	27
Leadership/ Management	Question 16	ACQUISITION POLICY ISSUES AFFECTING MY WORK ARE COMMUNICATED TO ME.	11%	50%	36%	4%	61%	28	0%	0	52%	48%	0%	27

ASSOCIATE REPORT														
			Agreement						Not Applicable		Importance			
Category		Question	Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreement	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
Leadership/ Management	Question 17	I RESPECT THE LEADERSHIP ABILITIES OF MY IMMEDIATE SUPERVISOR.	29%	43%	18%	11%	71%	28	0%	0	59%	41%	0%	27
Leadership/ Management	Question 18	WORKLOAD IS DISTRIBUTED FAIRLY.	14%	50%	29%	7%	64%	28	0%	0	52%	44%	4%	27
Leadership/ Management	Question 19	MANAGEMENT STEPS FORWARD TO ESTABLISH/SUSTAIN CREATIVE WAYS TO BUILD OFFICE MORALE.	8%	35%	38%	19%	42%	26	4%	1	48%	52%	0%	25
Mission Goals	Question 20	MY ORGANIZATION ADDS VALUE TO THE ACCOMPLISHMENT OF THE AGENCY MISSION.	48%	41%	11%	0%	89%	27	4%	1	58%	38%	4%	26
Mission Goals	Question 21	MY MANAGEMENT CONTINUOUSLY SEEKS TO IMPROVE OUR ORGANIZATION.	29%	39%	32%	0%	68%	28	0%	0	41%	59%	0%	27
Mission Goals	Question 22	MY MANAGEMENT MEASURES CONTRACTING OFFICE PERFORMANCE AGAINST GOALS AND OBJECTIVES.	22%	52%	26%	0%	74%	27	0%	0	27%	73%	0%	26
Mission Goals	Question 23	I UNDERSTAND THE MISSION OF MY CONTRACTING OFFICE.	39%	50%	7%	0%	89%	28	0%	0	44%	52%	4%	27
Mission Goals	Question 24	I WORK WITH MY CUSTOMERS TO ENSURE THAT, AS A TEAM, WE MEET MISSION GOALS.	64%	36%	0%	0%	100%	28	0%	0	70%	26%	4%	27
Mission Goals	Question 25	MY CONTRACTING OFFICE FOSTERS AND USES INNOVATIVE ACQUISITION PRACTICES.	44%	48%	7%	0%	93%	27	4%	1	54%	46%	0%	26
Mission Goals	Question 26	MY CONTRACTING OFFICE REWARDS INNOVATION.	24%	52%	12%	12%	76%	25	7%	2	48%	52%	0%	23
			Excellent	Above Average	Average	Below Average	Unsatisfactory	Responses						
	Question 27	OVERALL HOW WOULD YOU RATE THE QUALITY OF WORKLIFE IN YOUR CONTRACTING OFFICE: (check the ONE most appropriate answer)	25%	39%	25%	11%	0%	28						
			Acqn Workforce	Other	No Response	No. Surveys					D Quality Work Environ-ment	E Leadership/ Management	I Mission Goals	
	Question 28	WHAT IS YOUR POSITION IN THE CONTRACTING OFFICE?	26	2	0	28					.804	.734	.841	

CUSTOMER REPORT														
Category		Question	Agreement						Not Applicable		Importance			
			Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreement	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
Timeliness	Question 1	GOODS/SERVICES ARE DELIVERED WHEN I NEED THEM.	13%	50%	25%	13%	63%	8	0%	0	88%	13%	0%	8
Timeliness	Question 2	THE CONTRACTING OFFICE WORKS WITH ME TO DEVELOP ACQUISITION STRATEGIES EARLY IN THE PLANNING PROCESS.	13%	38%	38%	13%	50%	8	0%	0	25%	75%	0%	8
Timeliness	Question 3	CONTRACTING OFFICE PLANNING THAT IS DONE IS EFFECTIVE IN OBTAINING TIMELY GOODS/SERVICES.	13%	25%	50%	13%	38%	8	0%	0	13%	88%	0%	8
Timeliness	Question 4	THE CONTRACTING OFFICE PROVIDES ACCESS TO THE STATUS OF MY REQUIREMENTS.	13%	38%	38%	13%	50%	8	0%	0	25%	75%	0%	8
Timeliness	Question 5	THE CONTRACTING OFFICE DOES A GOOD JOB OF PREVENTING PROBLEMS THAT MAY LEAD TO DELAYS IN DELIVERING GOODS/SERVICES.	13%	50%	13%	25%	63%	8	0%	0	86%	14%	0%	7
Quality	Question 6	CONTRACTORS SELECTED FOR AWARD OFFER THE BEST COMBINATION OF QUALITY AND PRICE.	25%	38%	25%	13%	63%	8	0%	0	63%	38%	0%	8
Quality	Question 7	CONTRACTING PERSONNEL HAVE KNOWLEDGE OF THE GOODS OR SERVICES BEING PROCURED.	14%	57%	14%	14%	71%	7	13%	1	43%	57%	0%	7
Quality	Question 8	CONTRACTING OFFICE PERSONNEL DISPLAY SOUND BUSINESS JUDGMENT.	13%	50%	13%	25%	63%	8	0%	0	63%	13%	13%	8
Quality	Question 9	CONTRACTING OFFICE PERSONNEL PROVIDE EFFECTIVE CONTRACT ADMINISTRATION.	13%	50%	13%	25%	63%	8	0%	0	50%	50%	0%	8
Service / Partnership	Question 10	I AM SATISFIED WITH THE SERVICES PROVIDED BY THE CONTRACTING OFFICE.	13%	63%	0%	25%	75%	8	0%	0	75%	25%	0%	8
Service / Partnership	Question 11	I AM SATISFIED WITH THE RESPONSIVENESS OF THE CONTRACTING OFFICE.	25%	50%	0%	25%	75%	8	0%	0	75%	25%	0%	8
Service / Partnership	Question 12	THE CONTRACTING OFFICE EXPLAINS RESPECTIVE ROLES AND RESPONSIBILITIES WITHIN THE ACQUISITION PROCESS.	25%	63%	0%	13%	88%	8	0%	0	25%	50%	25%	8
Service / Partnership	Question 13	CONTRACTING OFFICE OPERATIONS ARE CONDUCTED IN AN ETHICAL MANNER.	0%	88%	0%	13%	88%	8	0%	0	38%	63%	0%	8
Service / Partnership	Question 14	THE CONTRACTING OFFICE IS FLEXIBLE IN TRYING TO MEET MY SPECIFIC NEEDS.	13%	38%	38%	13%	50%	8	0%	0	63%	38%	0%	8
Service / Partnership	Question 15	I AM SATISFIED WITH COMMUNICATIONS BETWEEN ME AND THE CONTRACTING OFFICE.	25%	50%	13%	13%	75%	8	0%	0	63%	38%	0%	8
Service / Partnership	Question 16	THE CONTRACTING OFFICE WORKS WITH ME TO IDENTIFY, PREVENT, AND RESOLVE ACQUISITION PROBLEMS.	13%	38%	38%	13%	50%	8	0%	0	75%	25%	0%	8

CUSTOMER REPORT														
Category		Question	Agreement						Not Applicable		Importance			
			Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreement	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
Service / Partnership	Question 17	THE CONTRACTING OFFICE UTILIZES MY TECHNICAL EXPERTISE.	14%	57%	29%	0%	71%	7	13%	1	43%	57%	0%	7
Service / Partnership	Question 18	THE CONTRACTING OFFICE WELCOMES MY PARTICIPATION IN ACQUISITION PLANNING.	14%	57%	14%	14%	71%	7	13%	1	14%	86%	0%	7
Service / Partnership	Question 19	THE CONTRACTING OFFICE EFFECTIVELY BALANCES THE NEED TO ADHERE TO REGULATIONS WITH MY NEEDS.	0%	57%	29%	14%	57%	7	13%	1	43%	57%	0%	7
Mission Goals	Question 20	THE CONTRACTING OFFICE SUPPORTS MY ORGANIZATION'S ABILITY TO ACHIEVE ITS MISSION.	0%	63%	25%	13%	63%	8	0%	0	88%	13%	0%	8
			Excellent	Above Average	Average	Below Average	Un-satisfactory	Responses						
	Question 21	WHICH RATING WOULD YOU GIVE THE CONTRACTING OFFICE FOR OVERALL PERFORMANCE:	25%	13%	38%	13%	13%	8						
			ADP	A-E	Const.	Environ.	R&D	Services	Supplies	Utilities	Other	Responses		
	Question 22	SPECIFY THE PRIMARY GOODS/SERVICES YOU REQUEST: (check the appropriate response(s))	0%	17%	17%	21%	4%	17%	4%	13%	8%	24		
			<\$100K	\$100K-\$500K	>\$500K	Responses					A Timeliness	B Quality	C Service / Partnership	I Mission Goals
	Question 23	WITH WHICH CONTRACTING DOLLAR VALUE DO YOU DEAL MOST OFTEN: (check the ONE most appropriate answer)	38%	38%	25%	8					0.53	0.65	0.70	0.63

# **ATTACHMENT 3**

## **SAMPLE SPIDER GLYPH**

# ACQUISITION PERFORMANCE MEASUREMENT



## PERSPECTIVES

CUSTOMER - Timeliness, Quality, Service/Partnership

ASSOCIATE - Professional Workforce, Quality Work Environment, Leadership/Management

INTERNAL BUSINESS - Acquisition Excellence, and Accurate, Timely and Management Efficient Data Collection/Electronic Commerce

LEARNING AND GROWTH - Mission Goals

# **ATTACHMENT 4**

## **SAMPLE SURVEYS**

# MANAGEMENT SELF-ASSESSMENT SURVEY

## INTRODUCTORY PARAGRAPH

Thank you for taking the time to complete this self-assessment. The purpose of this assessment is to collect information about the acquisition process in your organization. This data, along with the other performance measures, will be entered into a computer model which will graphically display the results in a fashion which will permit you to visually identify strengths and opportunities for improvement relative to the assessment criteria. The results will be used in assessing the health of the contracting office and ultimately provide data for self-improvement.

(authentication marker --

-- do not remove)

To respond to this survey, create an e-mail reply that contains the "entire" survey. Some e-mail systems require that you use copy and past to do this. Make sure your reply contains the Authentication marker (above). To answer a question, type an "x" between the brackets, anything like this: [x] or [xx]. Then reply to the sender with the entire message.

Please mark which category best describes your organization: (Note: if your activity, due to reorganization, does not fit into the category(s) listed below, please select that category which most closely describes your operation.

- ☐ Category 1 - EFD/EFA/PWC performing multifunction preaward/postaward contracting operations.
- ☐ Category 2 - Field contracting office under the cognizance of an EFD/EFA performing multifunction preaward/postaward contracting operations.
- ☐ Category 3 - Field contracting office under the cognizance of an EFD/EFA performing only postaward contract administration operations.

## GOAL: ACQUISITION EXCELLENCE

### Category: Quality Management Systems

1. A quality management plan (QMP) is utilized throughout the organization.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

2. The QMP identifies critical acquisition processes.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

3. Internal assessments relative to the QMP and business practices are conducted to ensure adherence to applicable laws and regulations.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

4. Associates are engaged in the quality management process and are continually improving work products.



- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

**Category: Acquisition Planning**

5. An acquisition planning process, consistent with overall goals and objectives, has been established.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

6. The acquisition planning process has been communicated to all associates.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

7. Acquisition planning meetings are held to identify long range requirements, with active participation by all personnel involved in the acquisition process.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

8. Contract specialists and technical managers jointly develop a plan of action and milestones (POA&M) for specific projects.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

9. Customers participate as full partners in the decision milestones, selection of contract type, acquisition objectives, schedule formulation and program execution phases of an acquisition.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

10. The acquisition planning process allows for feedback so it can be improved.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

**Category: Selection of Procurement Method**

11. An effective process for selecting the appropriate contracting method (e.g., source selection, sealed bids) has been established.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

12. Selection decisions are designed to ensure that customers receive best value, price and other factors considered.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

13. Socioeconomic goals are communicated to all contracting office personnel and are utilized to evaluate progress and support the program.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

**Category: Contract Administration**

14. An effective system exists for managing and administering contracts to assure that customers receive a quality product or service.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

15. A process exists for the effective management of modifications/delivery/task orders.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

16. Acquisition administration responsibilities are clearly assigned at the time of contract award.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

17. Contractor performance is documented in accordance with Navy objectives (e.g., ACASS, CCASS, SCASS, etc.)

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

18. Performance evaluations conducted under an ongoing contract or at the time of completion are retained, and shared with the contractor.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

19. Contractor invoices are processed in a timely manner.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

20. Contracts are closed out within the timeframes prescribed by FAR 4.804.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

## **GOAL: SERVICE/PARTNERSHIP**

### **Category: Teamwork/Communication**

21. Acquisition team members (i.e., contracting/technical/customer) are aware of their roles and responsibilities in the acquisition process.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

22. A spirit of cooperation and teamwork exists between contracting and technical work units.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

23. Effective communication channels exist between contracting and technical units.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

24. An effective process is in place to ensure customers are informed of contract status throughout the procurement cycle.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

25. Processes are in place to seek feedback from customers for improvement of products or services.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

26. Efforts have been initiated to enhance the working relationship and instill a spirit of cooperation with contractors (e.g., partnering, alternative disputes resolution, etc.).

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

27. There is a good working relationship and spirit of cooperation with customers.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

28. Customers are involved with contractor compliance issues (e.g., cost, delivery, technical, quality requirements).

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

29. Customer satisfaction has improved from previous year.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

**GOAL: ACCURATE, TIMELY AND EFFICIENT DATA COLLECTION/ELECTRONIC COMMERCE**

**Category: Management Information Systems/Data Collection**

30. Existing automated systems allow for potential interface with other functional areas (e.g., customer, finance, etc.).

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

31. FIS entries are accurate and timely.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

32. MIS generates timely, accurate, and useful reports.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

33. MIS data is used as a tool in analyzing and identifying areas for improvement.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

34. MIS data is utilized as a method to achieve workload balance and track work in progress.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

**Category: Paperless Contracting**

35. Data is provided via network, diskette or telephone and can be used by the next process step owner without employing paper.
- ☐ a) Never
  - ☐ b) Rarely
  - ☐ c) Some of the time
  - ☐ d) Often
  - ☐ e) Always
36. A master paperless contracting schedule has been developed which identifies what efforts must be done and when they will be accomplished to comply with the Secretary of Defense goal of 1 Jan 2000 for operation of a paperless contracting process.
- ☐ a) To a very little extent
  - ☐ b) To a little extent
  - ☐ c) To some extent
  - ☐ d) To a great extent
  - ☐ e) To a very great extent
37. A cross-functional implementation team exists who are responsible for implementing paper-free initiatives.
- ☐ a) To a very little extent
  - ☐ b) To a little extent
  - ☐ c) To some extent
  - ☐ d) To a great extent
  - ☐ e) To a very great extent

**GOAL: PROFESSIONAL WORKFORCE**

**Category: Education**

38. How many acquisition workforce members meet DAWIA education requirements for their grade level.
- ☐ a) Under 50%
  - ☐ b) 51-67%
  - ☐ c) 68-84%
  - ☐ d) 85-97%
  - ☐ e) Above 98%
39. How many acquisition workforce members have graduated from a college or university with a bachelor's degree or higher?
- ☐ a) Under 50%
  - ☐ b) 51-67%
  - ☐ c) 68-84%
  - ☐ d) 85-97%
  - ☐ e) Above 98%

**Category: Experience**

40. How many acquisition workforce members have at least 10 years acquisition experience?
- ☐ a) Under 50%
  - ☐ b) 51-67%
  - ☐ c) 68-84%
  - ☐ d) 85-97%
  - ☐ e) Above 98%
41. How many acquisition workforce members have experience in more than one functional area of contracting (i.e., construction, FSC, SAPs, etc.

- ☐ a) Under 50%
- ☐ b) 51-67%
- ☐ c) 68-84%
- ☐ d) 85-97%
- ☐ e) Above 98%

**Category: Training**

42. Acquisition workforce members are afforded the opportunity to receive continuing education/training of at least 40 hours annually or 80 hours over a two-year.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

43. Associates are adequately trained to use the equipment they have.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

44. Associates and managers jointly determine training needs.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

45. An effective system is in place to ensure that all associates receive timely and pertinent training.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

**Category: Development**

46. Individual Development Plans (IDPs) are established for all associates.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

47. IDPs consider the needs of the associates as well as the needs of the organization.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

48. Opportunities for cross-training in various functional areas are offered to associates.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

### **GOAL: MEET MISSION GOALS**

#### **Category: Continuous Improvement**

49. Responsibility for quality, continuous improvement and customer satisfaction is shared by all members of the organization.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

50. The organization measures its progress in improving performance.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always

51. Short-term objectives concerning performance improvement have been established.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

52. The organization uses information from customers to evaluate and improve its operational performance.

- ☐ a) Never
- ☐ b) Rarely
- ☐ c) Some of the time
- ☐ d) Often
- ☐ e) Always



53. Key performance processes and subprocesses identified in the QMP provide the necessary guidance to associates to effectively do their job and encourage alternatives to improve performance.
- ☐ a) To a very little extent
  - ☐ b) To a little extent
  - ☐ c) To some extent
  - ☐ d) To a great extent
  - ☐ e) To a very great extent
54. Associates are challenged by managers to find ways to improve the system.
- ☐ a) Never
  - ☐ b) Rarely
  - ☐ c) Some of the time
  - ☐ d) Often
  - ☐ e) Always
55. PMAP survey results are provided to customers/associates and feedback is solicited for improvement in work processes.
- ☐ a) Never
  - ☐ b) Rarely
  - ☐ c) Some of the time
  - ☐ d) Often
  - ☐ e) Always
56. PMAP survey results are analyzed and appropriate changes implemented as a result.
- ☐ a) Never
  - ☐ b) Rarely
  - ☐ c) Some of the time
  - ☐ d) Often
  - ☐ e) Always

**Category: Best Practices**

57. Management encourages associates to be innovative and seek alternative acquisition methods.
- ☐ a) Never
  - ☐ b) Rarely
  - ☐ c) Some of the time
  - ☐ d) Often
  - ☐ e) Always
58. Alternative acquisition methods have been developed and have been shared with other contracting offices.
- ☐ a) To a very little extent
  - ☐ b) To a little extent
  - ☐ c) To some extent
  - ☐ d) To a great extent
  - ☐ e) To a very great extent

59. Organization has benchmarked with other contracting organizations to improve performance.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

60. Organization takes a proactive approach in marketing products/services to existing/potential customers.

- ☐ a) To a very little extent
- ☐ b) To a little extent
- ☐ c) To some extent
- ☐ d) To a great extent
- ☐ e) To a very great extent

## ASSOCIATE SURVEY

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
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### QUALITY WORK ENVIRONMENT

1	MY ORGANIZATION PROVIDES FLEXIBILITY IN MY WORK SCHEDULE.						
2	WORKING CONDITIONS (E.G., NOISE LEVEL, TEMPERATURE, VENTILATION, CLEANLINESS, SPACE, LIGHTING) ARE ACCEPTABLE.						
3	I AM PROVIDED ADEQUATE TOOLS TO GET MY JOB DONE (E.G., COMPUTERS, REFERENCE MATERIAL, ETC.)						
4	I AM PROVIDED TRAINING TO GET MY JOB DONE.						
5	MANAGEMENT RECOGNIZES MY CONTRIBUTIONS TO THE ORGANIZATION.						

### LEADERSHIP/MANAGEMENT

6	I VIEW THE CONTRACTING OFFICE AS A PROFESSIONAL ACQUISITION ORGANIZATION.						
7	OPERATIONS WITHIN THE CONTRACTING OFFICE ARE CONDUCTED IN AN ETHICAL MANNER.						
8	THE CONTRACTING OFFICE IS WELL RESPECTED BY ITS CUSTOMERS.						
9	MANAGEMENT EMPHASIZES QUALITY IN OUR WORK PRODUCTS						
10	I RESPECT THE LEADERSHIP ABILITIES OF MY IMMEDIATE SUPERVISOR.						
11	ACQUISITION POLICY ISSUES AFFECTING MY WORK ARE COMMUNICATED TO ME.						
12	MY SUPERVISOR/TEAM LEADER SOLICITS MY OPINIONS AND IDEAS ON IMPORTANT MATTERS.						
13	I AM GIVEN THE AUTHORITY TO MAKE APPROPRIATE DECISIONS.						
14	WORKLOAD IS DISTRIBUTED FAIRLY.						
15	MANAGEMENT STEPS FORWARD TO ESTABLISH/SUSTAIN CREATIVE WAYS TO BUILD OFFICE MORALE.						

### SERVICE/PARTNERSHIP

16	A SPIRIT OF COOPERATION AND TEAMWORK EXISTS BETWEEN CONTRACTING AND TECHNICAL WORK UNITS.						
17	A SPIRIT OF COOPERATION AND TEAMWORK EXISTS BETWEEN CONTRACTING OFFICE PERSONNEL AND THEIR CUSTOMERS.						
18	MANAGEMENT CHALLENGES ASSOCIATES TO FIND WAYS TO IMPROVE PROCESSES WITHIN THE ORGANIZATION.						



## CUSTOMER SURVEY

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
----------------	-------	----------	-------------------	----------------	----------------	-----------	---------------

### **TIMELINESS**

1	THE CONTRACTING OFFICE WORKS WITH ME TO DEVELOP ACQUISITION STRATEGIES EARLY IN THE PLANNING PROCESS.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
2	CONTRACTING OFFICE PLANNING IS EFFECTIVE IN OBTAINING TIMELY GOODS/SERVICES	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
3	THE CONTRACTING OFFICE PROVIDES ACCESS TO THE STATUS OF MY REQUIREMENTS.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
4	THE CONTRACTING OFFICER RESPONDS TO MY NEEDS IN A TIMELY MANNER.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
5	GOODS/SERVICES ARE DELIVERED WHEN I NEED THEM.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>

### **QUALITY**

6	CONTRACTING OFFICE PERSONNEL HAVE KNOWLEDGE OF THE GOODS OR SERVICES BEING PROCURED.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
7	CONTRACTING OFFICE PERSONNEL DISPLAY SOUND BUSINESS JUDGMENT.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
8	CONTRACTORS SELECTED FOR AWARD OFFER THE BEST COMBINATION OF QUALITY AND PRICE.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
9	CONTRACTING OFFICE PERSONNEL ARE EFFECTIVE IN THE MANAGEMENT OF MODIFICATIONS/DELIVERY/TASK ORDERS.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
10	CONTRACTING OFFICE PERSONNEL PROVIDE EFFECTIVE CONTRACT INSPECTION/ACCEPTANCE.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>

### **SERVICE/PARTNERSHIP**

11	THE CONTRACTING OFFICE WELCOMES MY PARTICIPATION IN ACQUISITION PLANNING.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
12	CONTRACTING OFFICE PERSONNEL EXPLAIN RESPECTIVE ROLES AND RESPONSIBILITIES WITHIN THE ACQUISITION PROCESS.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
13	CONTRACTING OFFICE OPERATIONS ARE CONDUCTED IN AN ETHICAL MANNER.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
14	THE CONTRACTING OFFICE IS FLEXIBLE IN TRYING TO MEET MY SPECIFIC NEEDS.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
15	THE CONTRACTING OFFICE UTILIZES MY TECHNICAL EXPERTISE.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
16	THE CONTRACTING OFFICE EFFECTIVELY BALANCES THE NEED TO ADHERE TO REGULATIONS WITH MY NEEDS.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
17	I AM SATISFIED WITH COMMUNICATIONS BETWEEN ME AND CONTRACTING OFFICE PERSONNEL.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
18	THE CONTRACTING OFFICE FOLLOWS UP WITH ME TO ENSURE THE PRODUCTS OR SERVICES I RECEIVE ARE SATISFACTORY.	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
----------------	-------	----------	-------------------	----------------	----------------	-----------	---------------

**MISSION GOALS**

19 THE CONTRACTING OFFICE SUPPORTS MY ORGANIZATION'S ABILITY TO ACHIEVE ITS MISSION.

--	--	--	--	--	--	--	--

20 THE CONTRACTING OFFICE IS WILLING TO CONSIDER ALTERNATIVE AND INNOVATIVE CONTRACTING METHODS.

--	--	--	--	--	--	--	--

21 WHICH RATING WOULD YOU GIVE THE CONTRACTING OFFICE FOR OVERALL PERFORMANCE:

- A. EXCELLENT
- B. ABOVE AVERAGE
- C. AVERAGE
- D. BELOW AVERAGE
- E. UNSATISFACTORY


22 HAVE YOU BEEN PROVIDED FEEDBACK ON RESULTS OF PREVIOUS PMAP SURVEY(S)?

- A. YES
- B. NO


23 SPECIFY THE PRIMARY GOODS/SERVICES YOU REQUEST: (check the appropriate response(s))

- A. ADP
- B. A-E
- C. CONSTRUCTION
- D. ENVIRONMENTAL
- E. R&D
- F. SERVICES
- G. SUPPLIES
- H. UTILITIES
- E. OTHER


24 WITH WHICH CONTRACTING DOLLAR VALUE DO YOU DEAL MOST OFTEN: (check the ONE most appropriate answer)

- A. UNDER \$100,000
- B. \$100,000 TO \$500,000
- C. OVER \$500,000


I FEEL THAT THE CONTRACTING OFFICE CAN BETTER SERVE MY NEEDS BY:

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# **ATTACHMENT 5**

## **NAVFACENGCOM**

### **QUALITY MANAGEMENT GUIDE**

# **NAVFACENGCOM QUALITY MANAGEMENT GUIDE**



## BACKGROUND

Over the past several years, the Navy has made efforts to streamline the acquisition process as a result of financial and manpower resource constraints. NAVFACENGCOM has developed several initiatives to rethink and redesign its work processes in order to achieve improvements in service to our customers. These efforts are intended to reduce costs while maintaining quality, facilitating wise decision making and capitalizing on commercial business success.

OASN(RD&A) ABM memo of 27 Mar 96 requires SYSCOMS to restructure their Procurement Management Review program by minimizing the compliance-oriented aspects of oversight, and working with acquisition activities to determine the factors that contribute most to timely acquisition at the best value to the government. To this end, the NAVFACENGCOM PMR program has been replaced. The new program, the Performance Measurement and Assistance Program [PMAP] is focused on providing an overall evaluation of a contracting offices acquisition processes to ensure customer satisfaction (delight the customer) while encouraging risk management and innovation in the acquisition process. Compliance reviews comprise a portion of the new program; compliance issues center on statutory/regulatory items with a view toward ensuring public trust and preserving the integrity of the acquisition process.

Under this revised approach each activity is required to develop a Quality Management Plan (QMP). Management within the contracting office utilizes the QMP to assure that policy objectives are being met and that quality standards are being upheld. The QMP identifies pertinent acquisitions instructions/guidance, specifies procedures to be followed at each step of the acquisition process, defines quality standards for the acquisition of goods/services, provides for feedback at each step of the process, and measures key acquisition areas. The QMP can assume various forms and no two will look alike. It can be anything from a 10 page document to a 100 page volume. It may specify the tasks in a narrative form or contain flow charts, reference SOPs, definitions, etc. with use of only limited narrative. The choice concerning the format for your QMP is an activity choice but in all instances, it should reflect, in sufficient detail, the acquisition process.

## PURPOSE

The purpose of this guide is to assist in developing a QMP that will reflect current business practices and processes of your contracting office. Validation of the QMP in conjunction with customer, associate (employee) and self-assessment surveys, will be the baseline for measurement by the PMAPT On-site Visits.

Therefore, in developing your QMP consider the following as listed below. The list is not all inclusive but will provide the framework for developing your QMP. Should you have any questions regarding the development of your QMP, please call your cognizant EFD/EFA PMAP Coordinator.

## MISSION STATEMENT

1. Provide the mission statement of your contracting office (include any direct report activities, purpose or general statement of principal function and place/position within NAVFAC, etc.)

## **MANAGEMENT OF THE PROCESS**

1. How effective is the Quality Management Plan currently in place?
2. How does management express its objectives and how does it obtain feedback to assure its objectives are being met?
3. What process is used to periodically review and update the Quality Management Plan?
4. How is the Management Information System (MIS) utilized for quality control/tracking of the acquisition process?
5. What mechanism is available to measure whether objectives are met?
6. How does the plan allow for identification of systemic problems?
7. How does management provide solutions to systemic problems identified; i.e., feedback and/or training?
8. At what stage(s) in the acquisition process are in-process reviews conducted?
9. What is the frequency of the reviews?

## **METRICS**

1. What process is in place to include metrics as a tool to improve the day to day processes?
2. What is being done with resultant data from the metrics?
3. What system is in place for obtaining feedback on metrics?

## **STAFFING**

1. What process is in place to analyze staffing requirements including the overall mix of clerical, contracting, technical & inspection personnel?
2. What process has been implemented for periodic review of position descriptions to ensure they reflect the true work requirements?
3. What process is in place to maximize associate potential through training/cross-training/rotational assignments?
4. What process exists to analyze whether associates have authority commensurate with responsibility?
5. How does the staffing/training plan provide associates with opportunities to acquire profound knowledge of the overall acquisition process to effect employee empowerment?
6. What process exists to analyze overtime usage/leave status/backup personnel?
7. What system is in place for feedback on staffing?

## **POLICY IMPLEMENTATION**

1. Explain the system for implementing policy received from higher levels of command.
2. What system is in place for developing/disseminating instructions/SOPs?
3. What system is in place to update internal policy, SOPs, instructions?
4. What system is in place for feedback on policy guidance/implementation?

## **ACQUISITION STRATEGY PLANNING**

1. Explain how the customer and contracting personnel are participating as full partners in the decision milestones, contracting methods/objectives, schedule formulation and program execution phases of an acquisition.

2. What process is utilized in determining the best contracting vehicle for the specific requirement?
3. How frequently does management meet with customers to coordinate ongoing and proposed requirements and discuss problem areas and/or current issues relative to acquisitions?
4. How are project cycle time goals established and statistical data measured against these goals?
5. What system is in place for feedback on acquisition strategy?

#### **PROCUREMENT REQUESTS**

1. What process is in place for reviewing PRs?...Completeness, correctness, timeliness, funds, etc.?
2. What system exists for feedback of the results of the review?
3. What system exists for tracking PRs by customer/technical code?
4. What system is in place to assist the technical codes in the preparation of PRs?
5. What training is available on PR preparation for customer/technical codes?
6. What system exists for feedback?

#### **FUNDING**

1. What is the method for determining appropriate use of funds?
2. What system is in place to ensure contracting personnel are trained in the appropriate use of funds?
3. What process exists to ensure timely receipt of funds?
4. How are funding concerns rectified?
5. What is the system for feedback?

#### **HIGHER LEVEL APPROVAL DOCUMENTATION (J&A, D&F, etc)**

1. What guidance is available on the preparation of documentation?
2. What type of review is provided after preparation of documentation?
3. What system is in place to ensure counsel review of documentation?
4. What system exists for feedback after preparation of documentation?

#### **SOLICITATION PREPARATION/REVIEW**

1. What guidance is available to assist in solicitation preparation (i.e., clauses to insert, clause updates, etc.)?
2. What automated system is utilized for preparation of solicitations?  
What process is used for review of solicitations?
3. What system is in place to ensure counsel review of appropriate documents?
4. What system is in place for feedback following review of a solicitation?
5. What system is in place for distribution of solicitations and enclosures/amendments?

#### **SOURCE SELECTION**

1. What guidance is available on preparation of Source Selection Plans?
2. What process is in place to consider source selection as a contracting method?
3. What process is in place to ensure consistency between the evaluation factors stated in the solicitation and the Source Selection Plan?

4. What process is used for debriefing contractors?
5. What system is in place for feedback on areas of weaknesses and strengths noted?

#### **LEGAL REVIEW**

1. What documents does counsel review?
2. What method is used to ensure timely counsel review?
3. What feedback does counsel provide on topics of general interest (systemic problems, significant legal decisions, etc.)?

#### **BUSINESS DECISION DOCUMENTATION**

1. What procedures has management developed to determine proper content, format and review levels?
2. What is the process for improving the quality of business decision documentation?
3. What process is in place for feedback on business decision documentation?

#### **COST AND PRICE ANALYSIS**

1. What system is in place for review of adequacy of cost/price analysis?
2. What measurement exists at the contracting office level?
3. What system exists for training/feedback?

#### **POST AWARD FUNCTIONS**

1. What system is in place to monitor COTR performance?
2. How is the customer involved in the post award function?
3. What system exists for review of postaward contract actions (i.e., modifications, change orders, undefinitized contract actions, etc.)?
4. What system is in place for feedback and training?
5. What system is in place to ensure timely close-out of completed contracts?
6. What system or procedure exists to identify physically completed contracts?
7. What process is in place to review the project cycle time to provide for process improvement?
8. What process is in place to ensure proper/timely documentation of contractor performance?
9. What process is in place for claims avoidance?
10. What process is in place for processing termination's?
11. What process is in place for ensuring proper property management?

#### **PURCHASE ORDERS**

1. What process is in place for review of orders and files?
2. What system is in place to ensure the timely distribution of orders?
3. What system exists for training/feedback?

### **BLANKET PURCHASE AGREEMENTS (BPAs)**

1. What system is in place to ensure the proper use of BPA orders?
2. What system is in place to measure the results of scheduled reviews?
3. What system is in place for feedback/training?

### **PURCHASE CARD**

1. If the activity is currently using the purchase card method, what system is in place for reviewing purchase card purchases?
2. If purchase cards are not being utilized, please explain.
3. How does the system identify improper purchase card purchases?
4. What system is in place for feedback on the purchase card process?

### **LABOR**

1. What process do you have in place for determining applicability/oversight of DBA & SCA requirements?
2. What process is in place to handle labor disputes?
3. What labor information is included in pre-performance/pre-con meetings?
4. What training is provided to contracting personnel in the area of labor enforcement?
5. What system is in place for feedback on labor issues?

### **SOCIOECONOMIC PROGRAM**

1. What process is in place that ensures socioeconomic programs are considered in acquisition strategy planning process?
2. What process is in place that promotes socioeconomic programs? (i.e. out-reach, conferences, customer interface, etc.)?
3. How are socioeconomic program goals integrated in the day to day business decisions?
4. What process is in place to monitor SF 294s/295s?
5. How are socio-economic programs emphasized in performance appraisals?
6. What process is utilized to ensure subcontracting plans are meeting stated requirements and ensuring such goals are being met by the contractors?
7. What system is in place for feedback on socio-economic issues?

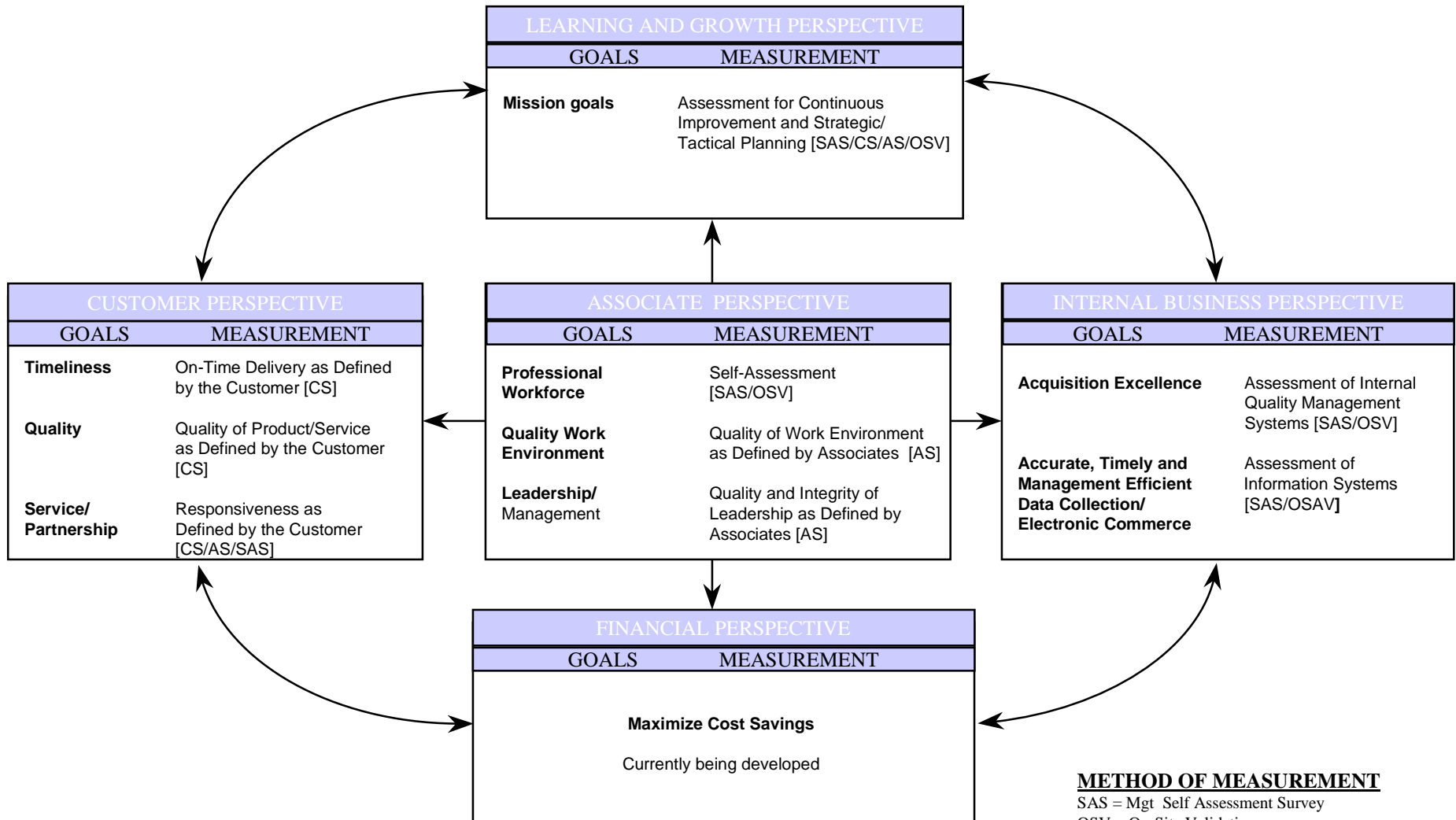
### **INTERNAL ASSESSMENTS**

1. What process is in place to provide internal acquisition assessments?
2. What requirements are in place to ensure documentation of these assessments

# **ATTACHMENT 6**

## **PERFORMANCE MEASUREMENT MODEL**

# PERFORMANCE MEASUREMENT MODEL



# **ATTACHMENT 7**

## **REPORT TEMPLATE**



## **TABLE OF CONTENTS**

- I      Program Overview**
- II     Introduction**
- III    Current Health of the Organization**
- IV    The Perspectives**
- V     Effect of the QMP**
- VI    Acquisition Process**
- VII   Files Reviewed (listed)**
- VIII Spider Chart**

## **I Program Overview**

(Insert the following at the beginning of the report)

The restructured program for acquisition oversight moves away from the primary focus of regulatory/statutory compliance reviews. It is now a multi-faceted program utilizing results-based, self-assessment metrics to measure the quality of contracting operations and determine customer satisfaction. The program is comprised of five different perspectives that make up what is called a “Balanced Scorecard”. The five perspectives are entitled:

- Customer (how do our customers see us?)
- Associate (how do our employees see us?)
- Learning and Growth (can we continue to improve and create value?)
- Internal Business (what must we excel at?)
- Financial (how do we look to the tax payers?)\*

\*The measurements for the Financial Perspective are under development

The PMAP process consists of three major elements – Annual Surveys; Quality Management Plans, and On-site Assessment Visits. The following report reflects the results of the latest annual survey as well as comments on your activity’s Quality Management Plan (QMP). Utilization of a QMP as a management tool emphasizes prevention rather than detection and is intended to empower the contracting activity to make continuous improvements in their acquisition process. On-site assessment of the QMP ensures the QMP reflects current acquisition processes and that regulatory/statutory controls are in place. Feedback is provided to the contracting activity that differentiates between superior performance and areas targeted for improvement based upon the QMP, lessons learned and input from management, associates and customers.

The on-site assessment visit is designed to assess the overall health of the contracting activity and to identify ways for improving the efficiency and effectiveness of the acquisition process and to identify and share best practices.

## **II Introduction**

This section shall, at a minimum, contain the following information.

- The activity and date of On-site Visit
- The mission statement of the activity  
(who/what/when/where of what they do – not a “vision” statement)
- Members of the On-site Team

### III Current Health of the Organization

This section will include a general synopsis of the results of the on-site visit – much like the “Executive Summary” contained in the old PMR reports. This segment is to read as an independent, cohesive, and brief summary and not be a regurgitation of parts of the report itself. Pertinent strengths and weaknesses relative to the acquisition process should be outlined here. The length should not be in excess of approximately one half page.

### IV The Perspectives

Discussion and analysis of the activity relative to the five perspectives is to be included in this section. The current vice the previous status of the office at the time of the last On-site Visit relative to each perspective should be discussed. The current status can be ascertained through the tools of associate and customer interviews, file review relative to the process delineated in the QMP and by identifying any changes in organizational structure, personnel, customer base, etc. Additionally, coverage can be given to the extent of their internal assessments, what, if anything, they found, and what they did to correct any problem areas. Bottom line: what has the activity done to make improvements since information from the last On-site visit was provided? If the timeline is insufficient, so state.

When addressing each perspective, it is superfluous to repeat percentages contained in the reports and spider chart(s). A thoughtful analysis relative to each perspective’s goals relative to the current status of the organization will be of greater value to the organization.

It is suggested that the format for this section on the perspectives be structured as shown in the example below:

**Learning and Growth Perspective:** (State goal(s) of this perspective as well as key measures for the perspective)

**PMAP Assessment:** (Analysis of the activity and its acquisition processes relative to this perspective) The use of “Strengths” and “Areas for Improvement” will help clarify and define each assessment.

**Strengths:** (Clearly state those areas/processes where the activity excels)

**Areas for Improvement:** (Clearly state those areas/processes in which the activity needs to improve. Be succinct and to-the-point.)

### V Effect of the QMP

This section centers on acquisition process controls. Identify in the report, in a constructive manner, those “*Areas for Improvement*” when systemic statutory or regulatory problems appear. Identification of a particular concern should be provided in a general way; however, be *specific* enough that any reader can identify those areas about which you are writing. (i.e. **Issue:** BPAs at a given activity are being incorrectly processed. They are not being competed above \$2,500. **Identification in Report:** “An area of concern was noted

in the Simplified Acquisition Procedures relative to competition requirements”) Following identification of this concern, a suggested method of improvement can be made or identify on-site training provided. All areas of concern identified should be tied back to the QMP and Internal Business Perspective – a disconnect or a lack of checks and balances has allowed this infraction to occur. Identify the portion of the QMP to be redone. This will help to effect adequate controls.

**Note:** Systemic statutory/regulatory problems must be identified in the report. This is a necessary step in assuring the accountability of the contracting office and the integrity of the acquisition process.

Additionally, a “process owner” or individual (typically the ROICC/CCO or lead contract specialist) responsible for the maintenance and update of the QMP shall be identified by name. When deficiencies in the QMP are identified, a timeframe for addressing and rewriting pertinent section(s) of the QMP shall be stated in the report. Ideally, a timeframe can be negotiated with the “process owner” for the rewrite and submission to the EFD/EFA. (Note: please use common sense when negotiating the time. For example, 30 - 60 days is practical. Six months is not acceptable.) **This is a new report requirement.**

After setting a timeframe for the receipt of revisions to the QMP, it is incumbent upon each PMAP coordinator to follow-up and assist the activity (in any way practicable) in the preparation and submission of the revisions.

## **VI Acquisition Process**

This section of the report will focus on innovation, risk taking and sharing of lessons learned within the acquisition process of the contracting activity. Any innovative tools the activity is utilizing should be identified. Suggestions can be made in this portion of the report relative to sharing of lessons learned from other like activities. For example, suggestions for expanded use of contracting vehicles, reducing administrative effort, increasing timeliness and effectiveness can be made as a result of the efforts and results at other NAVFAC activities.

## **VII Files Reviewed (listed)**

## **VIII Spider Chart**

## **End of Report**